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Impacts of emotional competencies on employees performance at workplace with special reference to it sector

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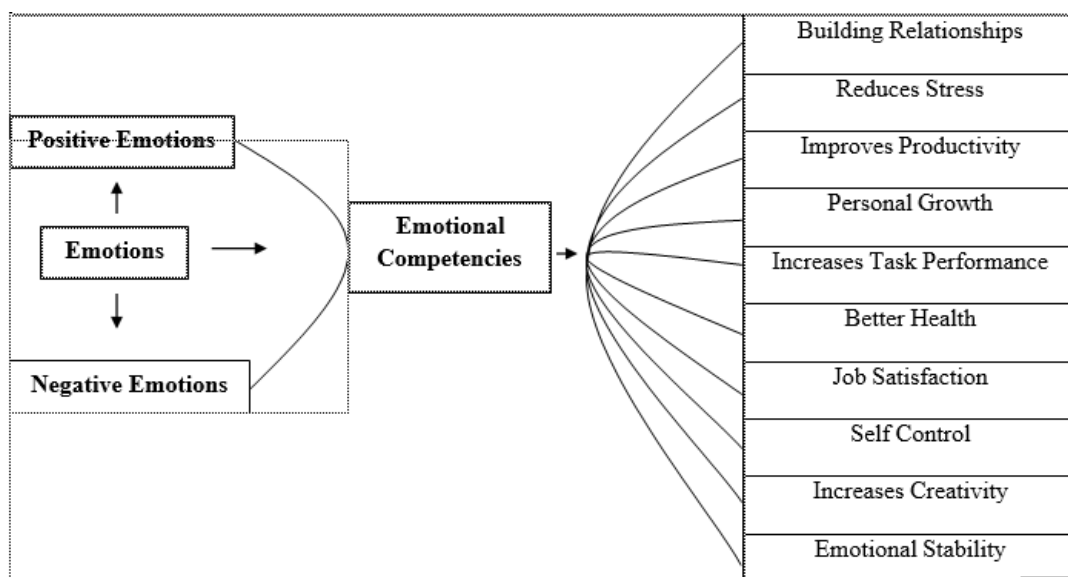
Abstract---Emotion plays a major role in the individual's behavior. Each and every individual has different sort of Emotions at different places according to the situations. Employees who are working in the IT sectors face different emotions in their day to day life. These emotions include; anger, happiness, sad, fear, surprise, and many more. All these emotions may differ from person to person. Emotional Competency refers to the skills which the individuals identify themselves, analyze and interpret accordingly so that they come to know where and when to use such competencies in order to be effective. Every Individual employee has their own set of Emotional Competencies which is being used in their workplace which in turn affects their Performance. Some of the Emotional competencies include self awareness, Leadership, relationship building, team coordination and so on. The problem is that whether the employees are really aware about all these competencies, how they apply all these competencies in their workplace and what sort of impacts it creates in the workplace is unknown. Therefore this study is conducted to find out the Impacts of Emotional Competencies on employees performance at workplace. Primary data using Questionnaire is used to find out the results from the employees of IT Sector. Some of the statistical techniques like Reliability Analysis, Percentage analysis, Factor Analysis, ANOVA are used.

Keywords---emotions, emotional competencies, employees performance.

Introduction

Emotions refer to the intense feelings of an individual where it may differ from situation to situation. Emotions may include; Happiness, Sadness, Anger, joyfulness, Fear, surprise, Disgust and so on. All these emotions may happen to an individual at different circumstances. Emotions may either be positive or negative depending on the situation the individuals act accordingly. Both emotions are motivating factor which helps the individual to work more confidently and harder.

Emotional competency is also called as emotional capital which means a set of skills of individuals who identify, recognize, analyze and interpret within themselves as well as others. The term Emotional Competency is derived from the word Emotional Intelligence. Individuals who have Emotional Competencies are said to have an ability to understand their own emotions as well as others. When it is not possible to identify the emotions of oneself then it is difficult to understand the emotions of others.



Emotional Competency Model

Emotional Competencies paves the way for various Impacts which are highly positive in the Organization. Therefore, it is important to find out the various impacts of Emotional Competencies on Employees performance at workplace and how well the employees are satisfied with such competencies used in the organization.

Review of Literature

Hundekar, et al. (2015)¹ did a research on the study on emotional competence of working and non - working women. The study was an attempt to examine the emotional competence of working and non-working women from the urban and rural areas. 120 working and non-working women were used for the study. The

findings of the study concluded that emotional competence was higher in both urban employed and non-employed women. Kumar, S. (2013)² in his research article explored the study on Emotional competence of Senior Secondary School teachers with respect to their age, gender, type of school & location. The study was conducted with an objective to evaluate emotional competence on the basis of gender, age, school type and location. Secondary school teachers were taken as a sample for this study with around 200 schools. The researcher had used Emotional competence scale by H.C. Sharma and R. Bharadwaj to collect the data. Mehrotra, K & Dua, R. Sai (2014)³ conducted a research on Gender and locality in emotional competence of adolescents. The research is attempted to measure the emotional competence among adolescents. The findings of the study revealed that the students have average level of emotional competence on various components of emotional competence scale and girls showed more of positive emotions than the boys. On all the other dimensions of emotional competence scale and also on overall emotional competence, rural and urban students were found similar.

Thakur, K.S. and Kumar, S. (2013)⁴ did their research on mental health as a predictor of emotional competence of teachers. The researcher used a scale of emotional competence which was developed to measure emotional competence of teachers. The results showed that the teachers belonging to reserved and general categories were different in their emotional competence. It was found that there was no significant difference in the emotional competence of high and low mentally healthy teachers of science. Shyh Shin Wong, Rebecca P. Ang (2007)⁵ in their research article A study emotional competencies and maladjustment in Singapore adolescents found the relationship between emotional competencies and factors of maladjustment. The sample size of the study was 217 students. Emotional Intelligence was used to measure the emotional competence and its components. This measure consists of 24 items that provide an emotional competence total of four scales – intrapersonal skills, interpersonal skills, adaptability skills, and stress management skills.

Statement of the problem

Emotions are considered as the part and parcel of Human Life. Without emotions the person cannot take any important decisions. Emotions may range from positive to Negative. These emotions may lead to a change of negative to positive emotions. Most of the individuals do not know how to manage their emotions at their workplace. The Employees at work place possess various emotional competencies to manage such emotions. The emotional competencies help the individuals to understand their own emotions and manage the emotions. Most of the employees are lacking in the awareness of Various Emotional Competencies. Therefore, it is important to find out the various emotional competencies and its impacts on employees' performance in IT sector.

Objectives of the study

The following are the important objectives of the study:

- To find out the awareness of Emotional Competencies at Workplace
- To know in what way the Emotional Competencies are used
- To analyse the various impacts of Emotional Competencies at workplace
- To measure the satisfaction level of using Emotional Competencies

Scope of study

The study is focused on the Impacts of Emotional Competencies on Employees performance. The study is conducted only in Selected IT sector at Chennai. The study can also be done with various industries with different set of employees working in organizations.

Limitations of the study

The Study has certain limitations.

- The sample size of the study is limited to 135 respondents
- Respondents opinion may differ from one workplace to other
- Time Period of research is only 2 months
- The results arrived may change when the research is conducted in other sectors.

Research Methodology

Sampling area

The Study is conducted in Chennai from the Employees of IT sector

Sampling Technique

Judgemental Sampling method is used. This method of sampling is used as the study is focused on Employees in IT sector

Sample Size

The number of sample size used for the study is 135 respondents

Statistical tools

The statistical method which is used for analysing the data is Reliability analysis, percentage analysis, Factor Analysis, Chi-Square test and ANOVA.

Analysis and interpretation reliability analysis

Table1 & 2
Showing the Reliability analysis of the Questionnaire

Case Processing Summary			
		N	%
Cases	Valid	135	100.0
	Excluded ^a	0	.0
	Total	135	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.981	45

Interpretation

From the above Reliability table it is found that the Questionnaire is reliable for data collection. The Cronbach's Alpha value is 0.981 which is more than 0.8 which is said to be Excellent; hence the reliability for the questionnaire is proved.

Percentage Analysis

Table 3
Showing the Age of the Respondents

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-25	85	63.0	63.0	63.0
	26-30	32	23.7	23.7	86.7
	31-35	12	8.9	8.9	95.6
	35 Above	6	4.4	4.4	100.0
	Total	135	100.0	100.0	

Table 4
Showing the Gender of the Respondents

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	89	65.9	65.9	65.9
	Female	46	34.1	34.1	100.0
	Total	135	100.0	100.0	

Table 5
Showing the Annual Income of the Respondents

ANNUAL INCOME					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 250000	76	56.3	56.3	56.3
	250000-300000	43	31.9	31.9	88.1
	300000-500000	16	11.9	11.9	100.0
	Total	135	100.0	100.0	

Table 6
Showing the Experience of the Respondents

EXPERIENCE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1Year	112	83.0	83.0	83.0
	1 - 3 Years	23	17.0	17.0	100.0
	Total	135	100.0	100.0	

Anova

Ho: There is no significant relationship between Gender and Satisfaction Level of Using Emotional Competencies in Work place

Table 7
Showing ANOVA results of Gender and Satisfaction Level of Using Emotional

Competencies in Work place

		Sum of Squares	df	Mean Square	F	Sig.
Self Awareness	Between Groups	8.201	1	8.201	4.995	.027
	Within Groups	218.347	133	1.642		
	Total	226.548	134			
Emotional Awareness	Between Groups	6.226	1	6.226	5.296	.023
	Within Groups	156.367	133	1.176		
	Total	162.593	134			
Commitment	Between Groups	5.739	1	5.739	3.936	.049
	Within Groups	193.920	133	1.458		
	Total	199.659	134			
Self Control	Between Groups	11.363	1	11.363	8.465	.004
	Within Groups	178.519	133	1.342		
	Total	189.881	134			
Communication	Between Groups	39.443	1	39.443	27.611	.000
	Within Groups	189.994	133	1.429		
	Total	229.437	134			
Conflict Management	Between Groups	16.480	1	16.480	12.282	.001

	Within Groups	178.453	133	1.342		
	Total	194.933	134			
	Between Groups	1.633	1	1.633	1.144	.287
Building Relationships	Within Groups	189.849	133	1.427		
	Total	191.481	134			
	Between Groups	23.947	1	23.947	15.359	.000
Team Coordination	Within Groups	207.357	133	1.559		
	Total	231.304	134			
	Between Groups	23.947	1	23.947	15.359	.000

Interpretation

From the above ANOVA table it is found that the Satisfaction Level of Using Emotional Competencies in Work place with respect to Self awareness is significant with respect to Gender ($F=4.995$, $p=0.027$). This shows that the employees are satisfied in using the Emotional Competencies at Workplace with respect to Self Awareness. It is Inferred from the above ANOVA table that the Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender ($F=5.296$, $p=.023$). This implies that the Employees are satisfied with Using Emotional Competencies in Work place with respect to Emotional Awareness. It is found that the Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender ($F=3.936$, $p=0.049$). This implies that the employees are satisfied in using the Emotional Competencies at Workplace with respect to Commitment.

It is understood from the above table that Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender that is ($F=8.465$, $p=0.004$). This implies that Self control is one of the emotional competencies which help the employees to control themselves and they are satisfied with this factor. It is inferred from the above table that the Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender that is ($F=27.611$, $p=0.000$). This implies that the employees are satisfied in using the Emotional Competencies at Workplace with respect to communication. It is understood from the above table that Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender that is ($F=12.282$, $p=0.001$). This implies that Conflict management skill is one which is more necessary in the workplace so most of the employees are satisfied with the emotional competency. It is found that the Satisfaction Level of Using Emotional Competencies in Work place is not significant with respect to Gender ($F=1.144$, $p=0.287$). This implies that the employees are not satisfied in Building Relationships at Workplace with respect to Gender. It is Inferred from the ANOVA table that the Satisfaction Level of Using Emotional Competencies in Work place is significant with respect to Gender ($F=15.359$, $p=.000$).

Factor Analysis

Table 8
Showing the KMO and Bartlett's Test for Impacts of Using Emotional Competencies in Work Place

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.828
Bartlett's Test of Sphericity	Approx. Chi-Square	1510.731
	df	45
	Sig.	.000

Source: Computed Data

From the above table it is found that the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.828. The value is greater than 0.5 which is acceptable and good for further analysis. Then the table is followed by Bartlett's test of sphericity with approximate chi-square value 1510.731 are statistically significant at 5% level. Therefore it is concluded that the ten variables are considered for reduction and are suitably taken from the sample unit with enough sample size. It is also assigned with the meaningful reduction and able to form the factors with significant variance.

Table 9
Showing the Communalities for Impacts of Using Emotional Competencies in Work Place

Communalities		
	Initial	Extraction
Building Relationships	1.000	.952
Reduces Stress	1.000	.957
Improves Productivity	1.000	.955
Personal Growth	1.000	.902
Increases Task Performance	1.000	.988
Better Health	1.000	.976
Job Satisfaction	1.000	.971
Self Control	1.000	.930
Increases Creativity	1.000	.979
Emotional Stability	1.000	.967

Source: Computed Data

From the above table it is found that the ten variables show the variance. Every variable in the table is expected to share 100% variance. Initially every item is having a value of 1.00 which means 100% variance shared by each factor. The extraction value is from 0.902 to 0.988 which shows that minimum variance share of factor after extraction is 90.2 % and the maximum variance share of factor after extraction is 98.8%. These variations are significant in reducing the factors.

Table 10
Showing Total variance Explained for Impacts of Using Emotional
Competencies in Work Place

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.003	70.033	70.033	2.242	22.416	22.416
2	1.014	10.138	80.171	2.098	20.981	43.397
3	.560	5.601	85.772	1.806	18.063	61.460
4	.502	5.022	90.794			
5	.297	2.965	93.759			
6	.199	1.993	95.752			
7	.172	1.717	97.469			
8	.125	1.252	98.721			
9	.088	.885	99.606			
10	.039	.394	100.000			

Source: Computed Data

Extraction Method: Principal Component Analysis.

From the above table it is found that the ten Variables are reduced into three factors with Eigen Values 2.242, 2.098, 1.806, and individual variances are 22.416, 43.397, and 61.460. The total variance is explained by these ten variables through three Factors is 61.460. The derived values are statistically significant for derivations of factors through grouping of variables.

Table 11
Showing Rotated Component Matrix for Impacts of Using Emotional Competencies
in Work Place

	Components		
	1	2	3
Building Relationships	.889		
Reduces Stress	.876		
Improves Productivity		.799	
Personal Growth		.736	
Increases Task Performance		.601	.430
Better Health			.879
Job Satisfaction			.570
Self Control	.800		
Increases Creativity			.745
Emotional Stability		.575	

Source: Computed Data

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

From the above table it is found that 3 variables create the first factors and the variables are given below:

FACTOR 1	
Building Relationships	.889
Reduces Stress	.876
Self Control	.800

Therefore, these factors are suitably named as “Strong Factors”
Similarly the second factor comprises 4 variables:

FACTOR 2	
Improves Productivity	.799
Personal Growth	.736
Increases Task Performance	.601
Emotional Stability	.575

Therefore, these factors are suitably named as “Moderate Factors”
Similarly the Third factor comprises 3 variables:

FACTOR 3	
Better Health	.879
Job Satisfaction	.570
Increases Creativity	.745

Therefore, these factors are suitably named as “Motivational Factors”

Thus, the analysis is concluded that the Impacts of Using Emotional Competencies in Work Place can be ascertained through three factors viz., the Strong Factors, Moderate Factors and Motivational Factors. This reveals that the factor analysis results in three factors based on the information about Impacts of Using Emotional Competencies in Work Place.

Findings

The following are the findings of this study:

- 63% of the Respondents belong to the age category on 21-25 followed by 26 - 30
- 66% of the respondents are Male
- 56% of the respondents belong to the Income category of Below 2,50,000
- 83% of the respondents have an experience of less than 1 year
- From the Results of Reliability analysis, the Cronbach's Alpha value is excellent and hence the questionnaire is reliable for data collection
- From the table of ANOVA, it is found that there is a significant relationship between Gender and Satisfaction Level of Using Emotional Competencies in Work place since the p values are significant.
- From the Factor Analysis, the factors are classified into 3 categories; Strong Factors, Moderate Factors and Motivational Factors. These factors are related to the Impacts of Using Emotional Competencies in Work Place

Suggestions

The suggestions can be derived from the resulted findings:

- The Sector can focus more on the Awareness level of Emotional Competencies where the respondents are not aware about few competencies
- The Employees can use the competencies in the workplace so that they may know to properly manage their own emotions as well as others.

Conclusion

From the Research results, it can be concluded that there is a positive impacts of using Emotional competencies to certain extent. At the same time the negative impacts may also arise which should be converted into a positive one. This can be done only when the employees are clear about their own Emotional Competencies. They can manage easily their emotions and control the emotions of others as well. Various factors can be considered to manage the Emotions and it paves the way for using the Emotional Competencies successfully.

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